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Public Meeting
Regional Services Council
Region 10
May 21, 2010, 9 a.m.
4150 North Keystone Avenue
Indianapolis, IN 46205

Council Members in Attendance

J. Hubartt, Reg. 10 Dir., DCS, Chair; P. Surbey, Dep. Dir., DCS; A. Foxworthy, Supervisor, DCS; M. McGeney, Division Mgr., DCS; J. Brees., FCM, DCS; B. Ping, Juvenile Court; K. Reid, Supe., DCS; C. Ball, Juv. Probation; P. Haughan, MCPO; S. Wilken, Supe., DCS; G. Ellis, Child Advocates; Brian Ellis, Mentors of America; D. Thacker, Foster Parent; K. Bullington, DCS Legal Counsel

Visitors

S. Malott & C. Berg, McCoy; D. Wimer, Lutheran Child & Family Services; P. McCoy, Roth Assoc.; Rev. C.L. Day, NOAH; J. Bush, Midtown; R. Carpenter, D. Wade & C. Gendron, Children's Bureau; T. Dent, Choices; T. Mattioda, Gallahue; C. Crockett, IDTC; J. Catlett, Resource, Options, Resolute; G. Hurd, Resolute; T. Chandle, Community Assets; S. Eckerle, C. Stephan, F. Biesecker, C. Koennecke, L. Hasanadka, C. Collins, H. McFarland & C. Collier, Project Home Indy

Introduction of Members/Housekeeping

Council members introduced themselves and determined a quorum was present. Chair further introduced J. Brees as the newest Council Member, filling the FCM slot left vacant by the promotion of S. Wilken to Supervisor. She has been a case manager for several years and became the Practice Consultant about a year ago.

After review April's minutes were approved and should be posted within ten days.



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Spend Down

R. Carpenter stood in for J. Klein of Children's Bureau and provided an updated Spend Down report. It estimated amounts to be spent through June 30. Chair remarked that she liked the new layout as it is easier to read and more user-friendly. Based on the updates, we'll see that we actually ended up with a little more than the \$12,000 reflected in last month's minutes. Whatever is left over will go to McCoy, as discussed last time.

Children's Bureau, in its capacity as our Community Partner, will be finalizing everything on the Spend Down. There had been some confusion about the cut-off date, but they got some more information yesterday.

FY 11 Prevention Funds

Chair and C. Ball would cover several programs and areas the Council has discussed and targeted as things we want to fund. "We'll need to talk about how much we want to fund, then set up a bidders' conference and score any bidders." The areas and pertinent information covered by the Chair were Material Relief for NACS, FYI Program, Safe Sleep Program, Riley Safety Store, Respite for Children's Bureau, and Darkness to Light.

Material Relief for NACS

In the past we allocated about \$30,000 and it seems to meet Children's Bureau's needs. She believes all funds were exhausted.

FYI

FYI --including Runaway Intake and Low Level Offenders--was funded for half the year (December to June). We now want to look at those two 6-month periods to determine how much to allocate for full year.

C. Ball presented some statistics and information on the FYI program from January through April. FYI opened on January 11 and they hit the 1,000 kid mark about a week before this meeting. They serve about 300 kids per month, but the number is increasing a bit every month. About 54 per cent are female and 45 per cent are male. The majority are 16-17 years old. Only about 11 per cent are active DCS when they come in the door; we check their status with DCS. Of those arrested and brought in, 80 per cent are returned home and about 11 per cent go into ESC. Probation does some on-going case management for those who are a little higher risk, even though they are low level offenses. She expects case management to continue. Looking over the handout, Chair asked what kinds of offenses were committed by the under 10 year-olds. Ball hadn't looked at individual cases and wasn't sure, but said she could look into them.

Chair stated we are looking at funding \$40,000 per six-month period. Would that be contingent on Probation's securing any additional grants? Ball replied that Probation is actually in a process of looking at the program and running things a bit differently next year as far as the set-up and trying to reduce expenses. Right now as a stand-alone 24/7 program, we must have 24/7 staffing in an



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isolated area and it's pricey. We are considering doing an RFP to see about possibilities. If we don't get back any responses within our price range or that aren't appropriate, we will have Probation do it in another area. Juveniles will come in through Probation and be funneled into a totally separate section so they won't be mixed with the delinquents that are there. So we have two options. Probation also has about \$17,000 left over from a grant.

Chair asked if we could we be confident that \$40,000 would be spent if we allocated \$80,000 for FY11. Ball is certain that the first \$40,000 would be, but the amount for January to June is a little iffy. It all depends on what Probation ends up doing. Chair added this may be revisited in November. There were no further questions about FYI.

Safe Sleep

We have a longstanding relationship with Riley Hospital and First Candle in providing cribs. The original allocation was \$33,500, which included training last year and will cover training for next year (FY11) and some other things. Training is necessary because of high turnover. Reid asked when Spanish versions of the video would be available; her team has only the English version. Chair replied that they have DVDs already and we should soon have the CDs to load onto tablets.

Respite for Children's Bureau

We discussed their needs several times last year so Chair asked Children's Bureau for a really reasonable request so we won't have to revisit the allocation. The amount requested is \$150,000. We've had a couple of presentations on Respite and know their data.

Riley Safety Store

This program provides safety items to help prevent scalds and burns. There seems to be a lot of interest in accessing these safety items. They requested \$5,000 to purchase items to sell (at cost) and that's what they will want next year.

CPS workers are beginning to access the items and it seems like a really good material type thing that we could use. McGeney recently conducted training for the supervisors about the available items; they will in turn pass the information on to the FCMs. We can send the family or the FCM, but it's better to have the FCMs train the family. The main concern is that it is complicated to get there, parking is not easy, and there's only one person in the store. McGeney asked if we could bring the store here, which members thought was a great idea. Perhaps the store could be placed in the former YES reception area.

Darkness to Light

This program through St. Vincent Hospital was allocated \$1,700 to be used for Train-The-Trainer and we talked about allocating \$5,000 for training materials this fiscal year. Chair spoke with a couple of people at McCoy and was told that if we move on it now the \$5,000 would cover buying training materials. The training is to train different people in the community to recognize the signs



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of sexual abuse and what to do. If we buy the materials by October, some matching funds from a grant will be awarded too.

Homeless Initiative

J. Klein recently spoke about this initiative which would assist families when shelters are full. The requested amount was \$12,000 to cover a full year.

Other

The aforementioned projects would come to a total of \$315,500. Other areas we have identified in the BSP were conflict resolution, which is utilized by the FYI program; a small MOU with PLC to wrap up the year; Substance abuse education (Emberwood will pass on unused funds) which will be utilized as prevention; and DV education—Chair touched base with FSA a few times. They are working at the detention center, doing some training sessions for those kids.

We also identified mentoring in the Biennial Strategic Plan and it has to be set up in the bidders' conference and scored. Mentoring can be used in terms of prevention because it could definitely be a utilization of something you see as a need in the region. It would just have to be worded correctly to be used as prevention.

EIPC representatives will give an overview during "Other Business" of what McCoy as the coordinating agency for EIPC is doing. They just released their 3-year strategic plan. I co-chair—along with a member of the CCC—the EIPC, which is a body set up by local ordinance; it's geared for early intervention and prevention. McCoy may identify some areas in which we could utilize some prevention funds. They have many different types of funding, but if we leave anything in reserve, they will probably get some of it.

Chair noted the four target areas for the bidders' conference—conflict resolution, substance abuse education, domestic violence, and mentoring—and asked members to keep in mind any other areas for which we allocated funds last year. Chair thinks we are ahead of some other counties in that we have replaced expired car seats. After sometimes having to dole out piecemeal some funds last year, she thinks we've learned how not to find ourselves in that situation. But we do want to leave a small amount for any last minute things we want to do. She thinks we could start with \$50,000 for each area and finesse the numbers as necessary. That would leave approximately \$40,000 in reserve.

The Council having decided to pass the non-biddables now, Surbey moved to approve the following amounts for each project:

- \$30,000 for Material Relief,
- \$80,000 for FYI,
- \$33,500 for Safe Sleep,
- \$150,000 for Respite,
- \$5,000 for the Safety Store,



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- \$5,000 for Darkness to Light, and
- \$12,000 to the Homeless Initiative

Foxworthy seconded the motion and it was passed on a voice vote.

Needs Assessments

Project Home Indy

Chair reminded assembly that Project Home Indy had presented a needs assessment in February and were back to present updates and answers to questions from then.

L. Hasanadka introduced herself (co-founder) and several board members of PHI: S. Eckerle; C. Stephan; F. Biesecker; C. Koennecke; C. Collins (and co-founder); H. McFarland; & C. Collier.

They have spent the last three months revisiting their funding mix. At their first appearance, the mix relied on four DCS beds; it now considers only one. They won't open their doors until they have \$180,000/6 months of expenses in the bank. They have spoken with more than a hundred service providers, grant makers, foundations in the city as well as DCS. They have submitted MOUs to others. The day before this meeting they received a \$40,000 grant from the Indianapolis Foundation. Last year PHI raised almost \$270,000 in contributions and grants.

Girls (15/older) staying at the home who work will be expected to pay a co-pay of 30% of wages (part of life skills training; not applicable to DCS wards) and take their children to daycare. PHI has located a couple of daycare centers in the neighborhood where moms can arrange daycare (covered by CCDF). No on-staff person would provide daycare except when one of the babies is sick and can't go to daycare. We won't tell them which one to use, but will help them locate care. The house is on major bus lines; since most appointments would be during the day the mother could take the bus or a staffer could transport her. IPS will provide transportation to and from school for kids who moved during the last year.

Two staffers would work during the day shift; evenings and overnights would have one person on duty. They hope to have volunteers for the evening shift. The plan is to keep the girls active and busy doing productive things during the evenings, when "things can happen." During review of applications they have noted that some applicants speak Spanish, another Council concern.

Because of the number of calls they have already received from St. Elizabeth, Wishard and others organizations, they feel confident that the other beds will be filled. It's still hard to determine exact numbers, but calls and visits tell PHI that there is a need for group homes for pregnant or parenting homeless girls.

Bullington, who had raised most of the concerns during PHI's first appearance, said her questions had been answered, presentation was much improved and "funding looks much more accessible." Ball moved to approve PHI. The motion was seconded and carried.



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Nehemiah Project

T. Chandler of Community Assets proposed a group home for boys 13 to 17 years old. In his years in youth development, economic development and urban revitalization, he would like to have kids come out of group homes with vocational skills. He believes that lack of such skills is why some youth are dysfunctional to some degree. "Many of our 13-17 year olds are hard to place or have been in multiple placements and may be on their way to locked facilities." He has partnered with businesses that will teach such skills to these kids. For example, a recycling business has contracts with some major appliance makers and the boys can learn to repair washers, dryers, and other equipment. At the end of training, they will be certified and able to use that in adult life.

He has a budget but did not bring with. He will send one to the Council. His handout mentioned several types of per diem, but DCS would be charged only one. An investor is providing and remodeling a house in the Mapleton/Fall Creek area for the group home. Right now some funding is provided by services to Peace Learning Center. Referrals come in Urban Mission Y, Boys and Girls Clubs, Public Housing Agency, Indy Parks, and other agencies.

Council Members were intrigued and positive about the project's goals. Thacker commented that his church has such a program. The men's group tackles 12 life skills area and members spend time with orphans to teach them basic life skills (e.g., how to care for a car, finances) and explore job openings.

Bullington was concerned about Nehemiah having only three months' capital in place. Others thought some more concrete info on staffing, budget, etc. was needed. Reid noted that she is "underwhelmed" by some of the GH providers and hopes he can provide more information. Chair moved to table this NA pending further information. Motion was seconded and passed.

Other Updates/ Business

EIPC

EIPC just completed its three-year plan and it will be released on June 15 at the Provider Fair. S. Malott presented the Strategic Plan to Council (attached at end of minutes).

C. Berg stated that EIPC is immediately looking identify and secure funding to implement the 10 strategies. Chair reminded people to keep in mind that EIPC has worked on early accessibility and coordination. We'll get reports from them quarterly.

Child Hearsay

Chair advised an RFP for Child Hearsay is pending.

Ball reported that one of their FFT providers is dropping as of July 1. One will not be enough for Probation's capacity. Probation averages 10 per month. J. Catlett advised one of their organizations is investigating doing FFT in another county.



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Chair asked if Ball were requesting that an RFP on FFT be opened and she replied yes.

Public Announcements/Comments

There were no public comments.

Adjournment

There was no more business and meeting was adjourned. The next meeting is scheduled for June 18, 2010 in the same conference room at 4150 N. Keystone.



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EIP Strategic Plan – Three-Year Timeline for Progress Indicators

Year 1 (July 1, 2010 – June 30, 2011)**Strategy 1: Assess the Problem**

- Data set to collect is determined and process is established.
- Data is collected.
- Report establishing baseline is published.

Strategy 2: Measure the Cost

- Data set to collect is determined and process is established.
- Data is collected.
- Report establishing baseline is published.

Strategy 3: Accessible, Accurate Resources

- The task force is formed and meets quarterly.
- Comprehensive plans are developed for funding, marketing, data-gathering and database maintenance.

Strategy 4: Best Practices for Service Providers

- Research is completed.
- Best practices and service-delivery standards are established.
- Community assessment is completed.

Strategy 5: Partner with School Systems

- Baseline measurement for delinquency in Marion County is established.
- Research on evidence-based models is completed.
- One to three workshops on establishing measurements for program effectiveness and identifying sustainable sources of revenue are held by MCCOY with representatives from the schools and organizations serving youth and families.
- EIP School Representative group meetings are held quarterly through year three.
- The EIP annual progress report is published and includes a measure of delinquency and a summary of schools' successes and challenges.

Strategy 6: Co-locate Services

- The task force is formed and meets quarterly.
- Asset mapping and gap analysis is completed.
- Ideal list of services to provide at co-location sites is completed.
- Cost analysis is completed.

Strategy 7: Improve the Self-sufficiency of Families

- A comprehensive list of risk factors is compiled.
- Asset mapping and gap-analysis is completed.

Strategy 8: Advocate for Early Intervention and Prevention

- The task force is formed and meets quarterly.
- One or two gatherings for current advocacy groups are hosted by MCCOY.
- Policy makers and community leaders to target are identified.
- The task force has partnered with three to five policy makers and community leaders.
- A survey is created and issued.

- A report to policy makers and key community leaders, including a summary of the survey results, is developed and released.

Strategy 9: Raise Community Awareness

- Funding plan is developed and funding secured.
- Staff or outside agency is hired to facilitate marketing campaign.
- Marketing plan is developed, including budget.
- Audience is identified, focus groups conducted, and three to five messages focusing on education and engagement are developed.
- Curriculums to utilize for parent training are identified.

Ancillary Strategy to Support Families Already in Crisis – Explore an *Earlier* Response Approach

- Task Force is established.
- Current wait times are established.
- Reasons for wait time are determined.

Year 2 (July 1, 2011 – June 30, 2012)

Strategy 1: Assess the Problem

- Data is collected.
- Report is published.

Strategy 2: Measure the Cost

- Data is collected.
- Report is published.

Strategy 3: Accessible, Accurate Resources

- A coordinated database is developed.

Strategy 4: Best Practices for Service Providers

- A list of partner agencies willing to adopt the best practices standards is created and published.
- Partner agencies begin implementing service-delivery standards.
- An evaluation tool and system for monitoring service delivery effectiveness is implemented.

Strategy 5: Partner with School Systems

- Youth are included in the development and implementation of solution-based efforts to reduce delinquency in the Marion County public school systems.
- School systems have implemented or are engaged in an effort to reduce truancy.
- Education and resource awareness opportunities are provided for parents and families in at least 50% of the Marion County public school systems.
- The EIP annual progress report is published and includes a measure of delinquency and a summary of schools' successes and challenges.

Strategy 6: Co-locate Services

- A comprehensive plan is developed for funding.
- Two to three training forums or surveys on the feasibility and viability of co-located services are completed.
- One to two workshops on sustainability and program enhancement are provided for potential co-location partners.

- Targeted sites for co-location are identified.

Strategy 7: Improve the Self-sufficiency of Families

- A plan is developed to enhance current programs or create new initiatives that address gaps in services.
- A marketing and awareness campaign is developed.
- Three to five networking opportunities to foster collaboration and partnerships are hosted.

Strategy 8: Advocate for Early Intervention and Prevention

- Task force meetings held quarterly.
- The task force has partnered with three to five additional policy makers and community leaders.
- A survey is created and issued.
- MCCOY hosts one workshop on engaging in advocacy for service providers.
- A report to policy makers and key community leaders, including a summary of the survey results, is developed and released.

Strategy 9: Raise Community Awareness

- Marketing campaign is launched.
- Three to five messages focusing on promoting the usage of services are developed.
- Parent trainings are implemented.

Ancillary Strategy to Support Families Already in Crisis – Explore an *Earlier* Response Approach

- Model programs are identified for replication.
- Feasibility of implementation is established.
- Funding plan is developed and funding secured.

Year 3 (July 1, 2012 – June 30, 2013)

Strategy 1: Assess the Problem

- Data is collected.
- Report is published.

Strategy 2: Measure the Cost

- Data is collected.
- Report is published.

Strategy 3: Accessible, Accurate Resources

- The coordinated database is implemented electronically and via other methods of effective distribution.
- One to two trainings are hosted to educate local service providers on how to use the database.
- Marketing and awareness messages promoting the usage of the resource database is included in overall marketing efforts.
- Service providers and consumers are surveyed to elicit feedback on database usage, satisfaction and suggestions for improvement.

Strategy 4: Best Practices for Service Providers

- Report is published on the evaluation findings.

Strategy 5: Partner with School Systems

- An increased number of Marion County school systems (including private, charter and alternative schools) are actively engaged in the EIP School Representative group.
- Youth are included in the development and implementation of solution-based efforts to reduce delinquency at an increased number of school systems.
- Education and resource awareness opportunities are provided for parents and families at an increased number of the Marion County public schools.
- An increased number of school systems have implemented or are engaged in an effort to reduce truancy.
- The EIP annual progress report includes a measure of delinquency and a summary of school's successes and challenges.

Strategy 6: Co-locate Services

- One to two workshops on sustainability and program enhancement are provided for potential co-location partners.
- Co-location sites are created or enhanced, as identified by the Task Force and co-location partners.

Strategy 7: Improve the Self-sufficiency of Families

- The plan is implemented to address gaps in services.
- Three to five networking opportunities to foster collaboration and partnerships are hosted.
- The public marketing campaign is launched to promote awareness of services.

Strategy 8: Advocate for Early Intervention and Prevention

- Task force meetings held quarterly.
- The task force has partnered with three to five additional policy makers and community leaders.
- A survey is created and issued.
- MCCOY hosts one workshop on engaging in advocacy for service providers.
- A report to policy makers and key community leaders, including a summary of the survey results, is developed and released.

Strategy 9: Raise Community Awareness

- Marketing campaign is evaluated, adjusted and continued.
- Parent trainings continue to be implemented and are evaluated for effectiveness.

Ancillary Strategy to Support Families Already in Crisis – Explore an *Earlier* Response Approach

- Report is published and next steps are identified.

Ten strategies identified for the EIP strategic plan:

- Assess the Problem
- Measure the Cost
- Accessible, Accurate Resources
- Best Practices for Service Providers
- Partner with School Systems
- Co-locate Services
- Improve the Self-sufficiency of Families
- Advocate for Early Intervention and Prevention
- Raise Community Awareness
- Explore an *Earlier* Response Approach

Strategy 1: Assess the Problem

MCCOY will measure current rates of substantiated cases of child abuse, delinquency and neglect in Marion County to establish a baseline for reduction of those rates.

Justification

To effectively evaluate the EIP Initiative and adjust our strategies, a baseline measurement must be established and ongoing measurement and analysis must occur regularly.

Strategy 2: Measure the Cost

MCCOY will measure the current cost of providing public services to children and families to establish a baseline for reduction of those costs.

Justification

Public policy makers are concerned with the overall financial strain facing taxpayers. It is hoped that successful implementation of the plan will reduce the number of children and families requiring services and, in turn, decrease the demand on public dollars. (It is not the intent of this plan to reduce the cost to serve an individual child or family at the increased risk of harm to that child or family.)

Strategy 3: Accessible, Accurate Resources

Establish and maintain a centralized database to improve access to programs and services that serve children and families in Marion County.

Justification

Currently, several databases exist that provide valuable information to families and referring agencies. Though it can be beneficial to have multiple databases, there is a disconnect when it comes to keeping the resource information updated, providing consistent information, easily accessing the information, and ensuring that the information is culturally and linguistically appropriate. Since there are currently multiple databases, conventional wisdom suggests not creating another one but investigating what capacity is required to establish an integrated system.

Strategy 4: Best Practices for Service Providers

MCCOY will establish best practices and service-delivery standards for early intervention and prevention to be adopted by organizations serving youth and families in Marion County.

Justification

Marion County has the potential to establish itself as a model for early intervention and prevention service delivery. To accomplish this goal, service providers and consumers identified best practices that produce positive outcomes for children and families. Through the planning and assessment phases, the EIP Steering Committee reached consensus that a set of best practice service-delivery standards should address:

- Initial and ongoing training for program staff
- Adequate culturally and linguistically appropriate services
- Demonstrated cultural competence for those working with youth and families
- Professionally accepted outcomes and evaluation measures
- Successfully engaging parents, foster parents and guardians in program and training development, service delivery and awareness-raising efforts
- Methods of collaborating and partnering to share resources and increase capacity

Strategy 5: Partner with School Systems

Organizations serving youth and families in Marion County will partner with school systems to reduce juvenile delinquency by keeping children in school, engaging youth and empowering families to address issues leading to delinquency.

working w/ schl reps since Jan.

Justification

Keeping children and youth in school is paramount in avoiding delinquency.

Strategy 6: Co-locate Services

Organizations serving youth and families in Marion County will partner with community organizations such as neighborhood centers, schools and churches to offer various supportive services at common access points.

Justification

While there are many organizations providing services that could potentially prevent child abuse, neglect or delinquency, families often face many barriers to accessing these services. These barriers include limited access to transportation, limited access to childcare, limited employment opportunities, limited knowledge of services, low literacy levels, mental health issues, rigid eligibility requirements for services and cultural and linguistic differences. Co-location of supportive services at established and commonly frequented sites will increase the awareness and utilization of these services by families who need them.

Strategy 7: Improve the Self-sufficiency of Families

Organizations serving youth and families in Marion County will effectively address factors that negatively impact individuals' and families' abilities to achieve and maintain self-sufficiency.

EIP Initiative – Strategic Plan Strategies, Rationales and Key Implementation Steps

Justification

The concept of self-sufficiency encompasses more than just earning at a certain income level or existing without reliance on public assistance. Families experience a host of factors that impact their ability to achieve or sustain self-sufficiency.

The EIP community assessment process determined that “self-sufficiency” is:

A family's, or an individual's, ability to meet the basic needs of the members (including social, emotional, financial, medical, educational, transportation, housing, etc.) and /or the ability to identify unmet needs and to identify and access resources to address those unmet needs.

Risk factors to self-sufficiency in Marion County include:

- Limited or lack of awareness and/or access to services
- Unemployment or underemployment
- Poverty
- Lack of transportation
- Lack of educational attainment and/or illiteracy
- Lack of culturally and linguistically appropriate services
- Inadequate access to child care
- Inadequate access to health and prenatal care
- Lack of healthy parenting skills
- Unaddressed mental health and substance abuse issues
- Domestic abuse
- Homelessness
- Lack of post incarceration support
- Lack of transitional services for foster youth who age out of foster care

Strategy 8: Advocate for Early Intervention and Prevention

Organizations serving youth and families in Marion County will engage and inform policy makers and community leaders on the importance of early intervention and prevention efforts to reduce and eliminate child abuse, delinquency and neglect.

Justification

Well informed and engaged public policy makers and community leaders will be better able to enact effective policies and legislation to reduce and prevent child abuse, neglect and delinquency.

Strategy 9: Raise Community Awareness

Organizations serving youth and families in Marion County will launch a campaign to increase awareness of EIP services, promote asking for help sooner, remove the stigma of asking for help and educate and engage families to prevent and reduce child abuse, neglect and delinquency.

Justification

Marketing and promoting the knowledge and awareness of services to all families is the only way to ensure the message is received by those who need it. Creating a common language and understanding of child abuse and neglect will create a sense of responsibility and accountability

EIP Initiative – Strategic Plan Strategies, Rationales and Key Implementation Steps

within our community of the importance of protecting our children. Marketing to the community at large also helps reduce the stigma attached to asking for help with these issues before intervention takes place. Marketing to service providers will increase communications among the helping community and increase empathy and professionalism of those helpers. Publicly acknowledging risk factors that contribute to child abuse and neglect will empower parents, guardians and caregivers to respond in a healthy way to their children.

#10 **Ancillary Strategy to Support Families Already in Crisis: *Exploring an Earlier Response Approach***

MCCOY, in partnership with organizations serving youth and families in Marion County, will explore an earlier intervention approach to respond to and support families in crisis.

Justification

Professionals and consumers indicate that the current system is quick to respond to a crisis at the outset, but follow-up and supportive services are often delayed until months later. Behavior change is most likely to occur at crisis. Creating a service system that bridges that gap is key for a family to make positive changes.

Through implementation of the EIP Initiative, we hope to reduce the number of crisis incidents, subsequently reducing the toll on the system and increasing the systems' ability to respond more quickly and effectively.

**Marion County Early Intervention and Prevention (EIP) Initiative
Organization Chart for Strategic Plan Implementation in 2010-2013**

